



World Food Programme



Evaluation of Bangladesh WFP Country Strategic Plan 2016-2019

SAVING
LIVES
CHANGING
LIVES

WFP Office of Evaluation

Informal Consultation
February 2021

Context

- Population around 163 million
- Lower middle-income country since 2015
- Frequent risk of natural disasters
- Refugee influx from Myanmar
- Persistent inequality and geographical disparities
- High-levels of micronutrient deficiencies and prevalence of stunting
- Strong national policy environment



WFP Country Strategic Plan in Bangladesh

- Shift: direct food assistance to technical assistance and **country capacity strengthening**
- Five Strategic Outcomes:



Improved
nutrition
indicators

1



Enhanced
food security
and nutrition
in crises

2



Enhanced
resilience to
climate-related
shocks

3



Strengthened
national
humanitarian
response
capacity

4



Reliable
common
services to
partners

5

Data collection methods



- Field missions – country office and four sub offices
- Document Review of some 300 key reference documents
- Key Informant Interviews with 264 stakeholders (37% women) and focus group discussions with 688 community members (54% women)
- Attention to confidentiality, gender and ethical considerations

Findings

Q1 To what extent are WFP's strategic positions, roles and specific contributions based on country priorities and people's needs, as well as WFP's strengths?



Aligned with the relevant national policies, plans, goals and United Nations Framework



Addresses the needs of most vulnerable people



Limited focus on exclusion and inclusion



Relevant and appropriate response to the Rohingya crisis

Q2 What is the extent and quality of WFP's specific contribution to CSP strategic outcomes?

Progress is being made but outcome reporting is problematic



SO1: Increased coverage of national programmes
Less progress in nutrition



SO2: Large assistance packages in crisis/disaster-affected areas



SO3: Success in testing new approaches



SO4: Cost-effective emergency preparedness and response support



SO5: Reliable common services to humanitarian community

Q2 What is the extent and quality of WFP's specific contribution to CSP strategic outcomes?



High level of commitment to gender, protection and accountability to affected populations did not translate into country-office wide strategic approaches



More effort needed for sustainability: to achieve institutional take-up of interventions by the Government and other partners

Q3 To what extent were WFP's systems, structures and resources marshalled efficiently in support of CSP outputs and strategic outcomes?



Earmarked funding and under-funding



Cost-effective and timely emergency assistance



Risk management in place



Increased staff capacity but need skills to engage in policy discourse and strategic communication

Q4 What are the factors that explain WFP's performance and the extent to which it has made the strategic shift expected by the CSP?



Good use of data and evidence



Whole of society approach to partnership but more strategic engagement with government needed



Efforts to uphold Humanitarian principles



Capacity strengthening focus on training rather than broader policy engagement

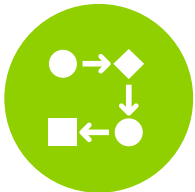
Q5 To what extent were the operational modalities the right ones to allow WFP to respond effectively to the Level 3 emergency under the CSP?



Impressive scale-up of emergency response



Strong leadership of common sectors, better integration needed by the logistics sector with Government

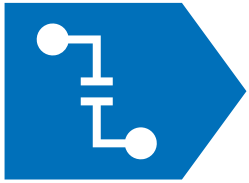


CSP updated with additional strategic outcome – but Level 3 response largely functioned as a separate operation

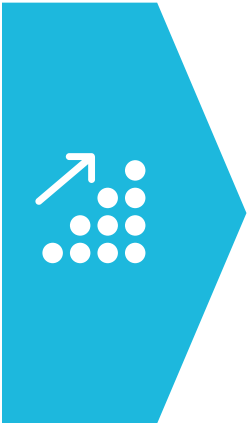


Attention to gender, accountability and inclusion is commended, however more focus needed on emergent PSEA risks

Conclusions



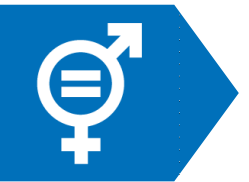
Effective response to expanded needs in-country but disruption in strategic shift



Adjustments in staff expertise, funding, govt. engagement needed for successful capacity strengthening

Unable to fully capture results and progress

CSP framework not yet seen as a strategic partner tool



More effort is needed to mainstream gender and social inclusion



Reposition for strategic engagement with national social safety net programmes



Recommendations

- 1 Enhance strategic partnerships
- 2 Improve emergency preparedness, readiness and response mechanisms
- 3 Strengthen support for nutrition-sensitive social safety net programmes
- 4 Enhance capacity strengthening strategy
- 5 Strengthen gender equality and social inclusion
- 6 Strengthen performance management